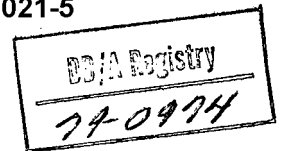


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20 March 1979

MEMORANDUM FOR: Deputy Director for Administration
FROM : Thomas Polgar
Chief, Personnel Management/DO
SUBJECT : Background Reading on CT Problem

Don:

The DDO called me to relay your request for any papers pertaining to CT recruitment and personnel projections which we are to discuss this coming Friday.

Actually, the amount of files on the CT problem is so voluminous that you could not possibly work your way through it in a week, nor would it serve any useful purpose.

The problem is basically this: For the past several years the personnel outflow of the Operations Directorate has exceeded its intake. Projections by the Office of Personnel indicate that this trend will continue. At the same time the intake of Career Trainees, the principal source of new talent for the Operations Directorate, has consistently fallen below our rather modest quotas for new personnel.

I believe the attached papers will provide you with the necessary background. Please return them to me, or bring them to the meeting on Friday.



Thomas Polgar

Attachments:
Listed on following page.

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- A -- The Career Training Program, drafted for the DCI by [REDACTED], OTR.
- B -- CT Hiring Problem, by [REDACTED] GS-17 operations officer who retired last January.
- C -- Generalized Statement of the Work and Responsibilities of a Case Officer, written at the request of your predecessor as an aid to our personnel recruiters.
- D -- Career Trainee Flow Chart for a typical class of 25 - 30. Current requirements are for double that number.

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A

THE CAREER TRAINING PROGRAM

OBJECTIVE

X1 The objective of the Career Training Program (CTP) is to recruit, train, and produce intelligence officers who possess an in-depth knowledge of the Agency and perspective on how it interacts with other members of the Intelligence Community. The Program is designed to meet the needs of junior professional officers who are either just beginning their Agency careers or have had some prior Agency experience (internals). ☐

BRIEF HISTORY

In 1950, Gen. Walter Bedell Smith, then DCI, noted that most intelligence officers on board were OSS veterans, and that although new recruits were being given training in specialized skills (e.g., Paramilitary), there was no training program to provide systematic broad training which would provide a reservoir of experienced manpower. That year Col. Matthew Baird was brought in by Gen. Smith to "design, establish, and direct a program for the pre-employment selection, guidance, and development of individuals for careers in the Agency." The first class convened in July 1951 and contained 16 men and one woman.



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WHEN ATTACHMENTS ARE REMOVED

X1 High admission standards to the Program were developed at the outset and have been maintained throughout the 27-year history of the Program. ☐

By 1956, the Program had also been opened to a small number of young professionals already within the Agency, known as "internals." These "internals" were required to meet exactly the same standards as those recruited on the outside. These "internals," although almost always consisting of a minority of those in a given class, have been an integral part of the Program since then. ☐

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In 1965, the name of the Program was changed from the Junior Officer Training Program (JOTP) to the Career Training Program (CTP) to emphasize the career development aspect. ☐

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During the early years of the Program, agreements were established with each of the military services, through which each service would accept for officer candidate training a quota-determined number of young men nominated by the Agency, would provide the training necessary to qualify them for commissions, and would then return them to the Agency to serve in an active duty status until the time when their military obligation had been completed, and they would be converted to civilians. Although this provided a valuable input of young people for many years, the end product was slight in terms of the intake of permanent career intelligence officers for the Agency. ☐

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A major source then and now, of course, has been college and university recruitments. During the first 15 years of the Program's history, a group of university consultants, paid on a contract fee basis, were hired to spot and assess potential candidates. This program was dropped in 1967,

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In the late 1960s, the Program expanded considerably. During 1968, for example, 247 CTs entered the Program, the largest number in any single year. In the early 1970s, the demand decreased, rising again this past year, primarily because of the need within the DDO to replace sizeable numbers of officers who had left the Agency in recent years through retirement or resignation. ☐

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Although the Program has undergone numerous changes over the past 27 years, it has continued to serve the Agency as the primary source of recruitment and training for junior officers in the DDO and an important secondary source for other elements of the Agency, particularly NFAC. ☐

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X1 The Directorate with the largest participation over the years has been the DDO, which, as of 1 March 1979 has had some [] officers in the Program; of these, [] or roughly two-thirds--are still on board. The Directorate assignments of those still remaining in the Agency are listed in Tab A. The CTP attrition rate from January 1972 through July 1978 is illustrated in Tab B. []

SELECTION STANDARDS

Standards for selection have always been high and one of the major reasons for the success of the Program over the years has been the maintenance of these standards. The basic criteria for selection emphasize the following:

Age: mid-20s to early 30s.

Education: BA, with a good academic record, or equivalent professional experience, preferably with some graduate work and majors relevant to the Agency's mission, (e.g., political science, economics, etc.).

Languages: Preferably strong demonstrated ability in at least one foreign language; if not, high language aptitude as determined by Agency testing.

Work Experience: Considered most desirable, particularly if it is relevant to the Agency's work.

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
Foreign Area Knowledge and Travel: Highly valued as an evidence of maturity and interest in foreign affairs.

Personality and Psychological Traits: Good interpersonal skills, writing skills, leadership and management potential, ability to get along well with people in other cultures, ability to work in a disciplined organization, high ethical and moral standards, and a high degree of intelligence and competence.

Health and Security: Must meet Agency standards.

Military Experience: Desirable, particularly for



Tab C presents a profile of the current CT class which began training in January 1979, indicating average age and grade, college degrees, foreign language skills, and military experience. Tab D shows comparative data for selected classes between 1970 and 1978. 

In recent years the average entering age of CTs (27 or 28) has remained rather constant. The percentage with previous military experience has dropped since the discontinuance of the draft. Internal candidates have comprised between 20-25 percent of the total and women about 20 percent of the total.

RECRUITMENT PROCEDURES

The step-by-step recruitment process is summarized in Tab E. This process also includes advertisements in selected newspapers throughout the country. These ads often generate hundreds of responses which must be screened by the Office of Personnel (OP) and the Office of Training, Career Training Staff (OTR/CTS). Screening interviews are then conducted where appropriate by OP recruiters, sometimes assisted by members of the Career Training Staff and other OTR personnel. A Personal History Statement (PHS) is usually handed out at this interview. An appointment is then made for

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RECRUITMENT GOALS

It should be noted that recruitment goals have jumped markedly during the past year. In 1978-79, for example, DDO goals totaled 60 officers. These goals have doubled, and for the next two classes, beginning July 1979 and January 1980, the goals total 120. ☐

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Estimating that about 20 more officers would be needed to meet the requirements of NFAC and other Agency components, it has become necessary to aim for classes of 70 for at least the next two Programs. Based on recent past experience, this would mean that 2,200 files would have to be reviewed, 1,400 interviews conducted, and 420 candidates be put in process in order to enter on duty the 140 needed. The total processing time, from the time that the Agency recruiter receives a resume until the individual is accepted into the program requires from two to six months, depending upon a variety of factors including geographical

location, varying length of time required for security investigation, volume of files to be reviewed, etc. ☐

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Coordinated efforts are currently being taken to speed up the entire process. ☐

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TRAINING

Formal training for all Career Trainees includes basic orientation on the responsibilities of CIA and the Intelligence Community, ☐

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☐ Operations Records and Desk Orientation, and Introduction to Analysis. ☐

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An integral part of the training program consists of two interim assignments of about three months each, one in the DO and the other in a different Directorate, usually NFAC. The interim concept emphasizes relating formal classroom training to practical application, and provides and opportunity to evaluate the trainee's capabilities and potential. ☐

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The orientation phase of the training is organized to briefly look at the history of CIA and its structure. It then examines the Agency via the intelligence process, starting with the data base (NPIC, ☐ OCR, etc.), then moving to analysis and production. Requirements, the support to policy makers and the Intelligence Community, are covered during the latter phases of the course. Objectives are achieved via lecture, media, reading and

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participative exercises. The impact of the course is evaluated by a pre- and post-course test, a critique filled out by students, by the instructors during student participation sessions and by OTR management.

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The second major portion of the training program is concerned with an introduction to the analytic process, and is given just prior to the trainee's interim assignment in the National Foreign Assessment Center (NFAC). The immediate goal of this course is to prepare the trainee for the interim, through exercises and presentations offering the individual a practical awareness of the tasks and work environment within NFAC. It includes oral presentations, exercises in group dynamics and creative problem solving, and three writing problems keyed to different types of finished intelligence production. Formal presentations include coverage of the analytical process, cognitive bias and perception in information processing, intelligence and the foreign policy process, and an introduction to information science. An ongoing evaluation of the course's effectiveness is provided through the writing exercises, post-course written oral evaluations, and a second evaluation solicited after the interim assignments.

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The basic elements of clandestine operations are taught to all Career Trainees. Those headed for the

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PLACEMENT

The placement process often begins during the recruitment phase. An individual with special qualifications for a particular DDO Area Division may be tentatively earmarked for that division before the training cycle begins. For those going into DDO positions, trainees are given the opportunity to fill out a questionnaire stating their preferences for initial assignment. Interviews with representatives of DDO offices take place during the Operations Course. Final determination is made at the end of the course, based upon training evaluations, trainee preferences, and DDO needs. ☐

For non-DDO CTs, the availability of an assignment in a particular office is insured before the individual is accepted into the program. Program Officers on the Career Training Staff maintain close contacts with Agency components, and are knowledgeable of their requirements and interests. ☐

PROBLEMS AND POSSIBLE SOLUTIONS

With the increased demand for Career Trainees on the part of the DDO, one of the major problems is the difficulty in finding enough qualified, interested, and motivated applicants who meet the high standards required for the Agency's overseas arm. ☐

A number of factors seem to contribute to this, among them: lack of desire on the part of young people to make a long-term commitment to government service, disinterest in overseas work, misconception of the Agency's mission due to many years of unfavorable publicity, marriage situations in which the spouse holds a professional position which he or she is reluctant to give up. ☐

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Another inhibiting factor has been the amount of time consumed in the processing of applicants, a complex operation involving the Offices of Personnel, Medical Services, Security, and Training. ☐

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Still another area requiring attention is the need for increased recruitment effort in order to meet current demands. ☐

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Steps are being taken to deal with these problem areas. In February 1979 a Career Training Task Force was formed under the chairmanship of the Director of Training for the purpose of coordinating interoffice responsibilities in order to eliminate bottlenecks and speed up processing time. This group, consisting of senior officers from OP, OTR, OS, and DDO, meets weekly and has already contributed positively and quickly to the solution of many problems. ☐

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X1 Assistance to personnel recruiters is being provided by personnel of the Office of Training, who now participate in screening interviews throughout the country, where needed. ☐ ☐

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The Director of Training has assigned one of his senior staff officers to engage in a study which would identify various options and courses of action which, over the long term, would make the Career Training Program better able to respond to the requirements levied upon it by all parts of the Agency. ☐

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X1 It is hoped that these efforts will prove productive in providing solutions to the problem of insuring a continued flow of qualified young officers into the Program. ☐

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